



At Work 2024



Foreword

The momentum for increasing political support for nuclear energy continued throughout 2023, against the backdrop of volatile geopolitics and the ongoing energy security crisis. World Nuclear Association, with the support of our members, has been at the heart of the conversation in 2023, contributing to a changing attitude towards nuclear power. The 25 countries that came together at COP28 asking for a tripling of global nuclear capacity by 2050 was a very welcome first!

Adapting to this new environment, change is under way in the Association, with a new strategy and structure in place to deliver our objectives and best serve our members. Our activities are driven by the goals of connecting the global nuclear industry, representing its interests, informing all stakeholders, and influencing decision-makers.

Connecting our members is a vital function of the Association, which in 2023 saw a successful World Nuclear Fuel Cycle Conference in the Hague in April, increased member engagement in the Working Group meetings cycle, and record attendance at World Nuclear Symposium in London in September.

In response to the requests of our members, we were proud to launch new groups on ESG (environmental, social and governance), Workforce and Talent Development, and End Energy Users. The positions developed within the Working Groups guide us as we represent the interests of the nuclear industry at all international forums that underpin policy and regulation on nuclear power.

Working Groups gather the data and the intelligence for our global trend reports, which inform governments, financial institutions, and markets in their decisions on energy policy, as well as the nuclear industry itself as it makes investment decisions. In 2023 we published *The Nuclear Fuel Report*, which involved more than 80 members in its drafting, providing projections of uranium supply and demand and other fuel services. We also published *The World Nuclear Supply Chain Report*, which provides a market-oriented view of the status, opportunities, and challenges of the nuclear supply chain.

In 2023 we proudly celebrated the 20th anniversary of World Nuclear University, our leadership and capacity building arm, which aims to inspire and develop the future nuclear leaders.

Capitalizing on the new perception of nuclear, and with the goal of significantly increasing our visibility and impact in the context of climate change, in 2023 we launched the

Net Zero Nuclear initiative together with Emirates Nuclear Energy Corporation (ENEC). Net Zero Nuclear brought together governments, the industry and civil society with a common goal to triple global nuclear capacity by 2050. Representing the global nuclear sector at the UN's climate conference, COP28, the Association along with supporters and sponsors helped influence international decision-makers, leading to nuclear energy being included for the first time ever in the final text of the COP28 Agreement.

2023 also saw an intensification of our partnerships with the International Energy Agency (IEA) and with institutions in regions where new nuclear is likely to be deployed, such as the ASEAN Centre for Energy, the UN Economic and Social Commission for Asia and the Pacific (ESCAP), the African Union, the African Energy Chamber, as well as our ongoing collaboration with the UN Economic Commission for Europe (UNECE).

As we reflect on the achievements of 2023, we keep our focus firmly on the future. The global nuclear industry now needs to deliver at speed and scale to maintain and grow the interest and the support of governments and the finance community. In 2024, the Association will continue to advocate for affordable finance for the entire nuclear energy sector, ensuring nuclear is included in ESG, sustainable finance frameworks and carbon markets. We will continue to work with governments interested in including nuclear energy in their energy and industrial policies. We will continue our efforts to bring together industry and regulators to streamline approaches to licensing and design standardization. We will also continue to support the industry as it grows its supply chain, workforce and capabilities to meet the goal of tripling nuclear capacity by 2050.

For the first time in a long time, the nuclear industry has the ear of policymakers and financiers. Dear colleagues, the ball is in our court. Let's translate all this momentum into energy!



Sama Bilbao y Leon
Director General



Bohdan Zronek
Chairman
April 2022 – April 2024

World Nuclear Association today

World Nuclear Association's unique role is to advocate for a growing contribution of nuclear power in the energy mix on behalf of the global nuclear industry. We also provide a platform to represent the best interests of the industry and for the nuclear industry to collaborate on key issues.

Our membership, made up of more than 200 companies based in 44 countries in all continents, covers all aspects of the global nuclear industry, including: major reactor vendors; nuclear utility companies; uranium mining, conversion, enrichment and fuel fabrication companies; nuclear engineering, construction and waste management companies; R&D organizations; and companies providing services to the nuclear industry in areas such as transport, law, insurance and finance.

Our strategic objectives are to:



CONNECT leaders and experts across all aspects of the nuclear value chain to enable them to conduct research, develop best practices and shape joint positions.



REPRESENT the nuclear industry in major global forums that influence the development, deployment and operation of nuclear energy.



INFORM key audiences on nuclear energy in an authoritative, comprehensive and accessible manner.



INFLUENCE decision-makers, organizations and media to position nuclear energy as an essential contributor to sustainable development.

Become part of the Association

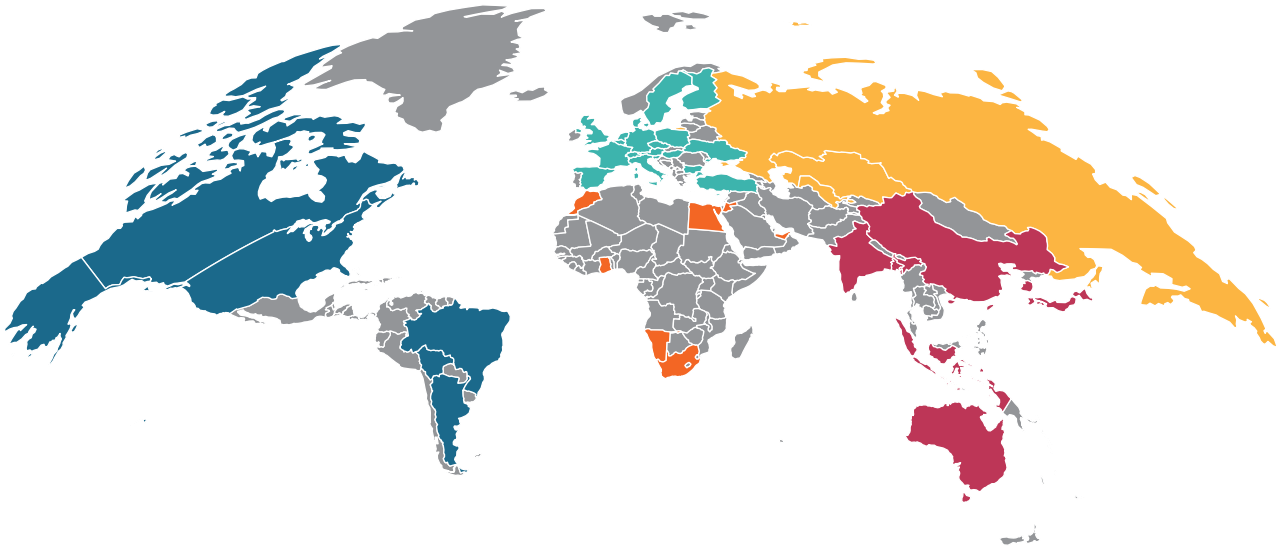
Becoming a member of World Nuclear Association connects you to a dynamic international network that is shaping the future of nuclear energy. We provide unique opportunities to help your company and the global nuclear industry reach its full potential.

High-level benefits:

- Network with industry leaders and technical experts from around the world and from across the nuclear value chain.
- Raise your company's international profile in a global and fast-growing nuclear market.
- Privileged access to the latest data and trends.
- Influence decisions on strategic topics that are shaping nuclear development.
- Play an active role in the development of industry guidance and best practice.

You will also benefit from:

- Ability to participate in member-only working groups providing valuable insights into the latest industry trends and networking opportunities with a diverse range of international customers and suppliers.
- Exclusive access to a members website, containing proceedings from meetings, contact directories and key topic briefings.
- Free access to market reports, such as *The Nuclear Fuel Report* and *The World Nuclear Supply Chain*.
- Through the Association's observer status at intergovernmental organizations, such as the International Atomic Energy Agency (IAEA), OECD Nuclear Energy Agency (OECD-NEA) and International Commission on Radiological Protection (ICRP), the opportunity to contribute in meetings that set international standards and policy.
- Substantial discounts on our conferences, and on courses offered by our leadership development organization, World Nuclear University.



Africa and Middle East ● 11 members

Egypt, Ghana, Jordan, Morocco, Namibia, South Africa, United Arab Emirates

Americas ● 59 members

Argentina, Bolivia, Brazil, Canada, USA

Asia-Pacific ● 48 members

Australia, Bangladesh, China (Mainland and Taiwan), India, Indonesia, Japan, South Korea

Europe ● 69 members

Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Hungary, Italy, Luxembourg, Netherlands, Poland, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, UK

Russia and Central Asia ● 13 members

Kazakhstan, Russia, Uzbekistan

Connect

Industry cooperation through Working Groups

The Association provides many opportunities for its members to interact and collaborate.

World Nuclear Association connects members through exclusive forums where the members can inform and influence the work of the Association, share best practices, conduct analysis, and develop consolidated positions on a wide range of industry issues. These groups act as the interface between the nuclear industry and external organizations that have an impact on the future of nuclear energy. Several of these organizations set the policy framework for nuclear power, such as the International Atomic Energy Agency (IAEA) and the International Commission on Radiological Protection (ICRP). Others set global policy frameworks for energy, climate change, finance, or resource management, such as the International

Energy Agency (IEA), the World Bank, the International Financial Reporting Standards (IFRS) Foundation, the UN Framework Convention on Climate Change (UNFCCC) and the UN Economic Commission for Europe (UNECE).

Each Working Group is composed of experts from member companies, chaired by one of these experts, and has a Board member assigned as a mentor. Advisory Groups support the Secretariat in identifying opportunities and challenges for the global nuclear industry and the Association. In 2023, Working Group meetings were held in January, April (alongside the World Nuclear Fuel Cycle conference), and September (alongside World Nuclear Symposium).



Working Group Structure

Fuel Cycle WGs

Fuel Report

Co-Chair for Utilities: Cécile Gregoire-David (EDF)
Co-Chair for Suppliers: Malcolm Critchley (ConverDyn)
Staff Director: Kaajal Desai

Used Fuel Management

Chair: Cécile Evans (Orano)
Deputy Chair: Anders Sjöland (Vattenfall)
Staff Director: Aaron Erim

Transport

Chair: Kurtis Hinz (TAM International)
Deputy Chair: Tony Grange (Westinghouse)
Staff Director: Allarakha Vora

International Network for Safety Assurance of Fuel Cycle Industries (INSAF)

Chair: Marcos Luis Merino (ENUSA)
Staff Director: Allarakha Vora

Nuclear Deployment & Value Chain WGs

Cooperation in Reactor Design Evaluation and Licensing (CORDEL)

Chair: Michelle Catts (GE Hitachi)
Vice Chairs: Peter Hastings (Kairos Power)
Karel Deknopper (NUWARD)
Byung-Ryul Jung (KEPCO E&C)
Staff Directors: Allan Carson, Ronan Tanguy

Supply Chain and Long-Term Operation

Chair: Laurent-Olivier Coudeyre (EDF)
Staff Director: Nathan Paterson

Decommissioning

Chair: Michel Pieraccini (EDF)
Staff Director: Aaron Erim

Economics, Law and Finance

Chair: Milton Caplan (MZ Consulting)
Co-Chairs: Elina Teplinsky (Pillsbury)
Irina Skvortsova (Rosatom)
Staff Director: Jonathan Cobb

Cross-Cutting WGs

Radiological Protection

Chair: Peter Bryant (Sizewell C)
Deputy Chairs: Josip Zic (McMaster University)
Marcel Lips (Kernkraftwerk Goesgen-Daeniken AG)
Staff Director: Sameh Melhem

Security

Chair: Robert Rodger (UK National Nuclear Laboratory)
Deputy Chair: Sam Stephens (Jacobs)
Staff Director: Ronan Cavellec

Workforce & Talent Development

Chair: Callum Thomas (Thomas Thor Associates)
Staff Director: Isis Leslie

ESG

Chair: Kristin Bruce-Welsch (Cameco)
Deputy Chairs: Martin Račan (CEZ)
Hanoof Al Hammadi (ENEC)
Staff Director: Qi Zhao

Advisory Groups

DG Advisory Council

Chair: Clark Beyer (Global Fuel Solutions)
Staff Director: Virginie Ryan-Taix

Communication Group

Chair: Rebecca Astles (Urenco)
Staff Director: Kristina Valen

Innovation Panel

Staff Director: Nathan Paterson

End Energy Users Panel

Chair: Ximena Vásquez-Maignan (White & Case)
Staff Director: Aaron Erim

Cooperation Forum for Nuclear Technology Associations

Staff Director: Sameh Melhem

Emerging Markets Panel

Chair/Staff Director: TBC

Members' Forum

Staff Director: Tomohiro Kosugi

Connect

Key achievements of the Association's Working Groups in 2023



Supply Chain and Long-Term Operation

The Supply Chain and Long-Term Operation Working Group's activities cover a wide range of areas, including enabling a successful business environment to industrialize new nuclear technologies; ramping up nuclear manufacturing capability and capacity; optimizing the supply and procurement of equipment and services; deploying and constructing nuclear power plants; and the long-term operation of existing nuclear facilities.

The Working Group monitors and identifies market trends, as well as shares good practices for supply chain strategies. The Group also develops industry recommendations for cost-competitive, consistent and efficient nuclear plant construction and refurbishment; and explores the balance of both global and local supply chains driving the industry into new market sectors and partnerships.

A combination of members from utilities, reactor vendors, major engineering and equipment suppliers, and supporting service providers participate in this Working Group. Meetings are typically held in-person within the normal Working Group meetings cycle, but occasionally they are hosted by a member or group of members and include technical tours.

The Working Group supports the development of the flagship periodic report, *The World Nuclear Supply Chain*, which consolidates key data, intelligence and industry projections to provide a market-oriented review of the opportunities and challenges for nuclear power plants and their supply chain. The 2023 edition was published last August.

We invite relevant representatives from our member companies to join the Supply Chain and Long-Term Operation Working Group and contribute to the evolution of its reports and associated wider actions.

ESG

The mission of the ESG Working Group is to stay up to date with global ESG developments; to support and improve the nuclear industry's sustainability practises, and to engage with the development of national, regional and international sustainability frameworks. The Working Group engages with development of sustainable finance taxonomies, carbon market mechanisms, and green bond principles to ensure nuclear energy and nuclear fuel cycle activities are appropriately incorporated in such climate and sustainability frameworks.

The Working Group's current main activities include:

- Undertaking a campaign to build awareness in the nuclear community.
- Representing the industry to the International Sustainability Standards Board (ISSB) to include nuclear energy in ESG standards.
- Developing a nuclear industry suppliers code of conduct to ensure compliance with emerging due diligence requirements.
- Influencing ratings agencies and taxonomies.

In September 2023 the Working Group submitted a consultation response to the ISSB regarding industry-based guidance concerning the IFRS S2 Climate-related Disclosures.

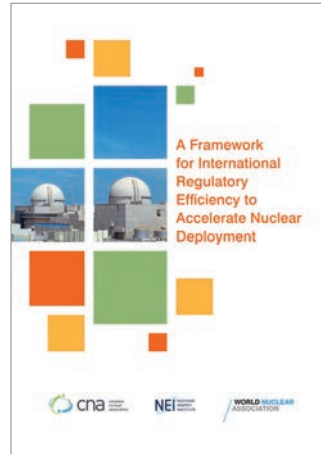
Fuel Report

The Fuel Report Working Group's (FRWG's) mission is to assess the implications of front end fuel cycle developments, as well as to provide data and analysis for World Nuclear Association's biennial flagship publication, *The Nuclear Fuel Report*.

The FRWG has over 90 members from across the globe. Member experts cooperate on the report through the FRWG and its six sub-groups: Demand; Uranium; Conversion; Enrichment; Secondary Supply; and Fabrication.

The 21st edition of the report, *The Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2023-2040*, was released at World Nuclear Symposium in September 2023.

The report is a leading reference for the global nuclear industry; governments, markets, and the finance community. A publicly available expanded summary of the 21st edition will be published in summer 2024. This will describe the major conclusions of the report, in particular the supply-demand projections in different stages of the nuclear fuel cycle and the nuclear generation projections to 2040.



Cooperation in Reactor Design Evaluation and Licensing

The Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Working Group aims to facilitate the efficient deployment of standardized nuclear reactor designs around the world.

The CORDEL Working Group's membership consists of a wide range of industry professionals with expertise across a broad range of topics, and through this has built strong and effective relationships with stakeholders in international organizations, regulatory bodies, and the industry. These relationships have most recently been put to effective use through CORDEL's active engagement and support to the regulatory and industry tracks of the IAEA Nuclear Harmonization and Standardization Initiative (NHSI).

In September 2023 CORDEL, along with the Canadian Nuclear Association (CNA) and the Nuclear Energy Institute (NEI), published *A Framework for International Regulatory Efficiency to Accelerate Nuclear Deployment*, which highlighted the need for increased support from governments and the industry for collaborative regulatory design review activities; and increased coordination of existing harmonization activities to accelerate progress.

Alongside stakeholder interactions and regular meetings, CORDEL holds a series of workshops. To date, four workshops have taken place, with the most recent in Lyon in May 2022. The next workshop will be held in South Korea in May 2024 and will feature senior leaders from the industry as well as regulators both from the region and internationally.

Connect

Events that bring the global nuclear industry together

World Nuclear Association hosts several high-level events that provide a global forum and a commercial meeting place for industry representatives, including our annual World Nuclear Fuel Cycle conference and World Nuclear Symposium.



We have the recognition of the policymakers; we have the attention of the finance community – now we have to get our act together and deliver, and make the most of the huge opportunity that we have.

Sama Bilbao y León

Director General, World Nuclear Association speaking at World Nuclear Symposium 2023

World Nuclear Symposium

World Nuclear Symposium is the annual event that brings together the global nuclear community and takes place in September in London, UK. In 2023, the event gathered a record number of 693 participants from 44 countries. Under the theme *Nuclear for Global Growth and Prosperity*, the Symposium brought together CEOs, nuclear industry experts and speakers from the financial and energy communities to discuss achieving decarbonization goals with nuclear energy, investing in nuclear, and optimization of nuclear plant performance. The Symposium also featured the launch of the Net Zero Nuclear initiative established by World Nuclear Association and the Emirates Nuclear Energy Corporation (ENEC).

The event provided several exciting networking opportunities for nuclear energy industry professionals through an exhibition, welcome reception and gala dinner at London's iconic venues.

World Nuclear Symposium 2023 key statistics

44
Countries

693
Delegates



World Nuclear Fuel Cycle Conference

The World Nuclear Fuel Cycle (WNFC) conference, organized annually in collaboration with the Nuclear Energy Institute, provides an international forum to discuss issues affecting the nuclear fuel cycle, such as security of supply, international trade and uranium market dynamics, with leading industry experts providing insights to help participants navigate the complex fuel marketplace. WNFC takes place in a different location each year, enabling people from all continents to attend. In 2023, it was held in The Hague, the Netherlands, bringing 320 delegates.

International Commission on Radiological Protection workshop

In September, the Association hosted an International Commission on Radiological Protection (ICRP) workshop in Bristol, UK for representatives of the nuclear industry and ICRP Special Liaison Organizations (SLOs). The workshop gathered 80 participants and discussed the pragmatic optimization of risk based on the all-hazards approach, and effective communication of the system of radiological protection. The event provided a good opportunity to open channels of communication between industry practitioners and the research and academic community.

Mark your calendar for 2024

15 – 16 April

Working Group Meetings
Almaty, Kazakhstan

15 – 16 April

Spotlight Kazakhstan
Almaty Kazakhstan

16 – 18 April

World Nuclear Fuel Cycle
Almaty, Kazakhstan

23 – 24 April

Supply Chain and Long-Term
Operation Working Group Meeting
Piacenza, Italy

21 – 23 May

CORDEL Workshop Korea 2024
Busan, South Korea

2 – 4 September

Working Group Meetings
London, UK, & virtual

4 – 6 September

World Nuclear Symposium
London, UK

Connect

Engaging the next generation of nuclear leaders through World Nuclear University

The Association expanded its activities in leadership and capacity development in 2023. As the global nuclear industry prepares to triple global nuclear capacity by 2050, there is an ever-increasing pressure to develop and train its workforce.

World Nuclear University (WNU), the nuclear industry's leading professional development organization, continues to focus on developing and delivering innovative, world-class programmes to nurture the next generation of nuclear leaders, facilitating international partnerships and encouraging equity, inclusion and diversity of thought.

June-July

World Nuclear University Summer Institute

- Five-week in-person programme held in Osaka, Japan.
- Technical tours to nuclear sites including Fukushima Daiichi, Fukushima Daini and Ohi nuclear power plants, and the Mihama Nuclear Emergency Assistance and Support Centre.

September

2023 marked the 20th anniversary of World Nuclear University, which was celebrated in London in September. The event brought together many alumni and nuclear leaders who have played a significant role into shaping World Nuclear University into the influential organization it is today.

68 Fellows **30** countries **60+** speakers
25% women **75%** men

Also in September, we launched the Talent and Workforce Development Working Group with a focus on attracting and retaining nuclear professionals, leadership development and sharing best practices.



Celebrating the 20th anniversary of World Nuclear University in September 2023



October

WNU School on Radiation Technologies

- Intensive leadership and communication development programme for professionals in the radiation technologies field, including radioisotope production.
- Two-week in person programme held in Pretoria, South Africa.

18 Fellows

16 countries

50% women

50% men

November

WNU SI Alumni Board

World Nuclear Association established the World Nuclear University Summer Institute Alumni Board, a selected group of the programme's senior alumni, which will serve as a source of strategic inspiration and governance for continued improvement in the quality and relevance of WNU programmes and activities.

December

WNU SI Alumni Winter Camp

- Four-day programme held in Andermatt, Switzerland.
- 17 representatives from seven countries.
- The Summer Institute alumni enhanced their leadership skills through presentations by industry experts and working group activities on real-world leadership challenges by connecting alumni from different Summer Institute cohorts.

Looking ahead

Summer Institute 2024 – 2 June - 6 July

The five-week leadership development programme will be hosted in Rio de Janeiro, Brazil and will feature technical tours including to Angra nuclear power plant NUCLEP and INB. NUCLEP is the heavy nuclear equipment manufacturer in Brazil; and INBD (Indústrias Nucleares do Brasil S.A.) is a Brazilian state-run company engaged in the exploration and extraction of uranium and fuel fabrication.

LEAD Programme 24 – 2 - 6 December

This programme will focus on enhancing the fellows' global leadership competencies and promoting international collaboration through networking, technical visits, and experiential learning activities. This will be held in Bowmanville, Ontario, Canada.

Represent

In 2023, World Nuclear Association continued to represent the best interests of the global nuclear industry.

International Atomic Energy Agency

World Nuclear Association contributes to the work of several International Atomic Energy Agency (IAEA) safety standards committees, technical working groups and initiatives.

These include:

- Emergency Preparedness and Response Standards Committee (EPRReSC)
- Waste Safety Standards Committee (WASSC)
- Nuclear Safety Standards Committee (NUSSC)
- Radiation Safety Standards Committee (RASSC)
- Transport Safety Standards Committee (TRANSSC)
- Small and Medium Sized or Modular Reactors (TWG-SMR)
- Nuclear Power in Low-Carbon Energy Systems (TWG-NPLCES)
- Nuclear Fuel Cycle Options and Spent Fuel Management (TWG-NFCO)
- International Radioactive Waste Technical Committee (WATEC)

Denial of Shipment Working Group

The IAEA's Denial of Shipment Working Group, which the Association was instrumental in creating, started work in early 2023. The Association also convened a coalition of nuclear technology associations and companies to provide resources for this working group. Denial of shipment continues to be a significant challenge for the international transport of nuclear material, including medical radioisotopes, industrial irradiation equipment as well as nuclear fuel, used fuel and nuclear waste. The remit of this working group, together with collaboration with the International Maritime Organization (IMO) and the International Civil Aviation Organization (ICAO), will be essential to alleviate this important challenge.

International Conference on Effective Nuclear and Radiation Regulatory Systems

In February, the Association participated in the IAEA International Conference on Effective Nuclear and Radiation Regulatory Systems in Abu Dhabi, UAE. World Nuclear Association was the only industry representative at this conference, and we highlighted the need for harmonization to deliver nuclear at scale and speed, including increased collaboration among regulators and between regulators and the industry.



Nuclear Harmonization and Standardization Initiative (NHSI)

World Nuclear Association promotes the views of the nuclear industry through being an ongoing active participant in six of the seven specific working areas of the IAEA's Nuclear Harmonization and Standardization Initiative (NHSI), which brings together policymakers, regulators, designers, vendors, and operators to develop common regulatory and industrial approaches to small modular reactors (SMRs).



In 2023, the Association's Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Working Group continued to work with the IAEA to ensure that the voice of the global nuclear industry is heard within the NHSI and to advocate for outcomes that will enable the industry to attain its nuclear deployment objectives.

In particular, CORDEL steers the work on codes and standards in Industry Topic Track 2, leading workshops

in February, May and December focused on highlighting where similarities, differences, overlaps and gaps exist between national nuclear codes and standards.

67th IAEA General Conference

In September, we represented the global nuclear industry at the 67th IAEA General Conference in Vienna, Austria, during which Sama Bilbao y León provided keynote remarks at a side event organized by the government of Australia on *Enhancing Access to the Peaceful Uses of Nuclear: Addressing Delays in and Denials of Shipments* – one of the key topics for the Association's Transport Working Group.

Sama also participated in the closing session of the 2023 Scientific Forum: *Nuclear Innovations for Net Zero* together with Rafael Grossi, Director General, IAEA, and high-level officials from Belgium, China, Finland, and the UK.

Conference on Climate Change

In October, the Association contributed to the IAEA's Second International Conference on Climate Change and the Role of Nuclear Power 2023. Director General Sama Bilbao y León shared insights into how the nuclear energy industry is seeking the changes in policy required to deliver its contribution to tackling the climate emergency at the UN Climate Change Conference (COP28) in Dubai (UAE).



Represent

OECD Nuclear Energy Agency

Throughout 2023, the Association continued its contribution to the work of the OECD Nuclear Energy Agency (OECD-NEA).

The Association represents the nuclear industry at working groups of the Committee on Nuclear Regulatory Activities (CNRA), notably the Vendor Inspection Cooperation Working Group (VICWG) and the Working Group on Codes and Standards (WGCS). We also contributed to the work of the Nuclear Development Committee (NDC), notably to the development and review of the *Red Book*, as well as to the Committee on Radiological Protection and Public Health (CRPPH), the Committee on Decommissioning of Nuclear Installations and Legacy Management (CDLM) and the Radioactive Waste Management Committee (RWMC).



Roadmaps to New Nuclear

In September, Sama Bilbao y León moderated a session on *Supply chain and talent pipeline: Revitalizing, scaling and sustaining nuclear new build capabilities* at the Roadmaps to New Nuclear event in Paris, France – a collaborative forum for governments and the industry on global nuclear new build. The event was organized

by the Ministry of Ecological Transition and the OECD-NEA, and resulted in two communiqués: one from 20 governments and one from the nuclear industry that showed the commitment to work together to improve energy security and tackle climate change by expanding the use of nuclear energy.





International Energy Agency

World Nuclear Association collaboration with the International Energy Agency (IEA) intensified in 2023, partly as a result of the growing global interest in nuclear energy. We have continued to contribute data and expertise, as well as to review its reports.

In 2023, the Association was invited to represent the nuclear industry at the IEA Electricity Security Advisory Board.

In October, World Nuclear Association responded to the release of the IEA's World Energy Outlook 2023 (WEO), which showed an increased recognition for nuclear energy in its Net Zero Emissions by 2050 (NZE) scenario. Director General Sama Bilbao y León commented on the report:



We welcome the IEA's continued recognition of the important contribution nuclear energy makes today and for several decades, and as a proven, cost-effective, scalable technology to address decarbonization together with other options. We also strongly agree with the need to accelerate deployment of proven technology, scale up clean energy investment in emerging markets and developing economies, and find ways for governments to work together.

Sama Bilbao y León
Director General, World Nuclear Association

Represent

Representing nuclear in the global energy dialogue

World Nuclear Association is at the forefront of bringing nuclear energy into the global discussions about clean energy, energy security and sustainable development.

Africa

World Nuclear Association took an active role throughout 2023 in discussing and advocating for the growth and development of nuclear energy in African countries.

As part of our growing collaboration with the African Energy Chamber, we participated in the Invest in African Energy event in London in January. European, US and UK investors took part in the event, showing their interest in Africa's most bankable oil, gas and power projects.

In March, the Association sponsored and contributed to the African Mineral and Energy Resources Classification and Management System (AMREC) continental deployment and implementation workshop organized by the African Union and the United Nations Development Programme (UNDP) in Windhoek, Namibia. Sama Bilbao y León led a discussion on the role of Africa's uranium resources and its utilization to produce nuclear energy to support socio-economic development. King Lee, as Chair of the United Nations Economic Commission for Europe (UNECE) Nuclear Fuel Resources Working Group, presented the UNECE work on how the use of nuclear fuel resources can contribute to sustainable development.



In October, we contributed to the organization of several sessions during African Energy Week that took place in Cape Town, South Africa. Speaking at a plenary session on *The African Energy Renaissance: Reinforcing African Priorities Amidst the Global Energy Transition*, Sama Bilbao y León emphasized that nuclear energy offers a golden opportunity to energize the entire African economy in a cost-effective and equitable manner, with minimal use of natural resources and catalysing socio-economic development.

Asia

China

In December, Francois Morin, Director China, participated in the 2023 Nuclear New Build Summit in Haiyan, China. The event gathered 300 participants including high-level leaders and engineers from various Chinese companies. The summit discussed key topics such as advanced third generation nuclear power manufacturing technology; implementation strategy for localization of instrumentation and control systems; and the current status and development of nuclear technology for process heating applications.

India

Serge Gorlin, Head of Membership and Business Development, presented on the capability of the global nuclear industry to triple nuclear capacity by 2050 during the first international conference on *Nuclear for Clean Energy Transition* hosted by India Nuclear Society in Mumbai, India. The country aims to triple its nuclear capacity by the beginning of the next decade using domestic and international nuclear technology.



Europe

World Nuclear Exhibition 2023

In November, we participated in World Nuclear Exhibition 2023, which gathered 780 companies, in Paris, France. Sama Bilbao y León gave a keynote speech encouraging the global nuclear industry to work together to deliver its ambition of making nuclear a key component of the energy mix in 2050. She anticipated a more positive attitude towards nuclear energy at COP28, reflecting the renewed recognition of the many benefits of nuclear energy around the world.



Middle East

World Utilities Congress

In May, the Association joined energy ministers and global industry leaders at the World Utilities Congress in Abu Dhabi, UAE. Nuclear energy was discussed along with other clean energy technologies throughout the three-day event as well as during high-level closed meetings organized by the COP28 presidency to gather the views of the industry. Sama Bilbao y León presented the essential role of nuclear energy towards reaching net zero, as well as its potential to support the decarbonization of other hard-to-abate sectors of the economy such as oil and gas or the petrochemical industry. The World Utilities Congress was an important stepping-stone on the road to COP28 in Dubai that took place in December 2023.

Inform

We produce the latest and most authoritative information about nuclear energy and disseminate it to the industry, governments, the financial sector, media and academia.

Our information channels include the World Nuclear Association website with our Information Library and Reactor Database, World Nuclear News (WNN), and social media accounts that enable us to deliver accurate information in a timely manner. In addition, the Association produces landmark reports about the nuclear industry. A major overhaul of the Association's websites to improve overall efficiency and user experience is planned for 2024, adding high-quality visuals, advanced search functionality and an expanded interactive space for our members.

The Information Library section of the website features over 180 detailed papers covering all aspects of the nuclear industry. The library is a valuable resource for policymakers, journalists, scholars and the general public.

The Reactor Database presents a global dashboard showing the most recent construction starts and grid connections, and contains key data on individual reactor performance. Using the International Atomic Energy Agency's (IAEA's) Power Reactor Information System (PRIS) and our own research, the database shows the global contribution of nuclear energy.

Global trends reports

Our annual *World Nuclear Performance Report* provides an up-to-date picture of the nuclear power sector, both for the generation of electricity from reactors in operation today and reactors currently under construction. The report is released every August and is available on the Association's website.

In August, we released the fifth edition of our flagship report on *The World Nuclear Supply Chain*. Focusing on nuclear-grade structures, systems, components and services, the report provides a market-oriented view of the status, opportunities and challenges of the supply chain for nuclear power plants. The report was produced by the Supply Chain and Long-Term Operation Working Group.

In September, we published the 21st edition of our landmark biennial report on the outlook for nuclear fuel and fuel services, *The Nuclear Fuel Report: Global Scenarios for Demand and Supply Availability 2023-2040*. The report was written by the Fuel Report Working Group.

Other industry reports

In collaboration with the Canadian Nuclear Association and the Nuclear Energy Institute, the Cooperation in Reactor Design Evaluation and Licensing (CORDEL) Working Group published a report on *A Framework for International Regulatory Efficiency to Accelerate Nuclear Deployment*. This report presents a stepwise phased approach for governments, regulators and the nuclear industry to work together to achieve the speed and scale of new nuclear deployment necessary to meet climate, energy security, and sustainable development goals.

The Used Fuel Management Working Group also issued a position paper, *Used Fuel is Not an Obstacle to Nuclear Power*, which was published in the November issue of Nuclear Engineering International magazine.



In the Media



In 2023, the Association was featured in global media including various quotes and appearances in ABC News and Reuters, discussing emerging countries in Arab News, responding to international incidents on the BBC, and commenting on policy change with CNBC and Deutsche Welle (DW). Our World Nuclear Symposium, publications and data have also been referenced in the Financial Times, The Economist, The Guardian, and The Telegraph.



World Nuclear News

World Nuclear News (WNN) provides comprehensive daily coverage of developments in the nuclear power sector with specialists reporting on the latest news and trends, providing background information, expert commentary, and links to authoritative sources. Coverage is shared widely via the WNN Daily and WNN Weekly email newsletters which are sent free to subscribers across the world.

The World Nuclear News podcast comes out every month and covers the major news developments in the nuclear sector. Twelve podcast episodes were published in 2023 with the number of monthly listeners up 50% from 2022, and there were 25,000 downloads during the year. The podcast is accessible on the WNN website and all major podcast platforms.

Social media stats (number of followers)

WORLD NUCLEAR ASSOCIATION

LinkedIn **34k** (up by 51% compared with 2022)

X **42k** (up by 5%)

Facebook **19k**

YouTube **1.3k** (up by 18%)

wnn world nuclear news

LinkedIn **46k** (up by 20%)

X **61k** (up by 7%)

Facebook **146k** (up by 1%)

Net Zero Nuclear

In 2023, World Nuclear Association and Emirates Nuclear Energy Corporation (ENEC) launched the Net Zero Nuclear initiative. The Net Zero Nuclear website contains videos of panels, interviews and events that took place during COP28.

- Unprecedented acceptance and support for nuclear energy at a COP event.
- Media outreach was estimated at 200 million views.
- More than 250 outlets and 4000 positive social media posts.
- Led the way for all nuclear events and announcements during COP28.



Influence

In 2023, the Association continued enhancing its relationships with prominent international organizations and expanded its outreach to potential newcomer regions.



G7

In April, the Nuclear Energy Forum, held alongside the Meeting of G7 Ministers on Climate, Energy and Environment in Sapporo, Japan, saw for the first time ever ministers from five of the G7 countries (the “Sapporo Five” are Canada, France, Japan, UK and USA) expressing support for nuclear energy and its role in energy and climate security, and leveraging their civil nuclear power sectors to ensure a stable supply of nuclear fuel for existing and future reactors. The five ministers also supported the signing of a joint industry declaration by World Nuclear Association, the Canadian Nuclear Association, the Japan Atomic Industrial Forum, nucleareurope, the US Nuclear Energy Institute and the UK Nuclear Industry Association. The declaration called on G7 governments to support the long-term operation of existing nuclear power plants and to accelerate the deployment of new nuclear power plants.

During COP28, the Sapporo Five translated some of these statements into action by agreeing to mobilize \$4.2 billion in government-led investments to develop a secure, reliable global nuclear fuel supply chain.

ASEAN Centre for Energy

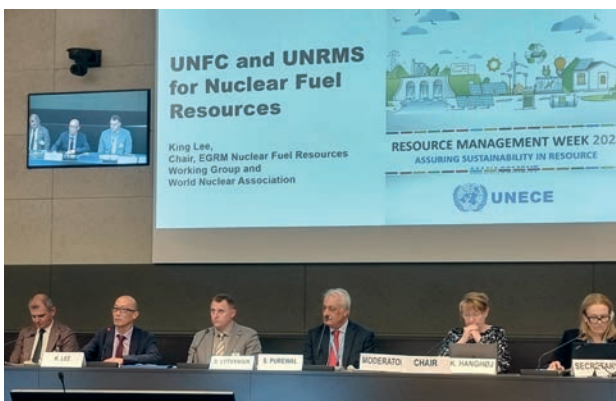
Also in April, King Lee, Head of Policy and Industry Engagement, participated in the Association of Southeast Asian Nations (ASEAN) Nuclear Energy Cooperation meeting to support ASEAN member states considering the development of nuclear energy programmes. Together with the ASEAN Centre for Energy, the association co-organized a workshop on *Small Modular Reactors and New Nuclear Energy Applications*.



In August, we organized a session on *Exploring Advanced Nuclear Technologies* for ASEAN at the ASEAN Business Forum that was held in Bali, Indonesia. We also participated in the ASEAN Ministers Dialogue and presented the important role of nuclear energy for energy security.

United Nations Economic Commission for Europe

The Association continued collaborating with the United Nations Economic Commission for Europe (UNECE) and supporting the United Nations Framework Classification for Resources (UNFC). In May, King Lee presented the work of the UNECE Nuclear Fuel Resources Working Group at the 14th session of the Expert Group on Resource Management during the UNECE Resource Management Week 2023. He highlighted the sustainability of nuclear energy in comparison to other energy sources, and the development of global sustainability best practices in uranium mining and processing.



Economic and Social Commission for Asia and the Pacific

We presented at the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) energy division expert working group meeting on the Sustainable Development Goal (SDG) 7 (affordable and clean energy). The event was part of the Asia Pacific Forum for Sustainable Development, which reviewed the progress on the SDGs. King Lee discussed the contribution of nuclear energy to the Asia-Pacific energy transition.

African Energy Chamber

In July, World Nuclear Association and the African Energy Chamber signed a memorandum of understanding to drive nuclear energy adoption in Africa.

This collaboration reflects the shared commitment of both organizations to promoting nuclear energy as a crucial component of Africa's energy mix, to support economic growth, a just transition, and sustainable energy development.

African Commission on Nuclear Energy

In October, the Association strengthened its relationship with the African Commission on Nuclear Energy (AFCONE) by signing a memorandum of understanding for the civil applications of nuclear energy to support the economic growth and sustainable energy development of the African continent.



Sama Bilbao y León, Director General, World Nuclear Association with Enobot Agboraw, Executive Secretary, AFCONE

Influence



Net Zero Nuclear and COP28

The Net Zero Nuclear initiative was established by World Nuclear Association in partnership with Emirates Nuclear Energy Corporation (ENEC) to call for unprecedented collaboration between government and industry leaders to at least triple global nuclear capacity to help achieve carbon neutrality by 2050. It is supported by more than 20 corporate partners, as well as governments, trade associations and other industry bodies.

Net Zero Nuclear was launched during World Nuclear Symposium 2023 and led the nuclear presence at the 28th UN Climate Change Conference of the Parties (COP28) in Dubai, UAE. COP28 was a tipping point for nuclear energy, and Net Zero Nuclear activities created a positive environment that supported a range of agreements in support of nuclear energy, the likes of which had never occurred at a COP meeting before.



If you want to reconcile job creation, strategic autonomy and sovereignty, and low carbon emissions, there is nothing more sustainable and reliable than nuclear energy.

Emmanuel Macron

President of France, speaking at the Ministerial Declaration event that took place at COP28



An historic Ministerial Declaration was signed at the COP28 climate change conference in Dubai, UAE by 25 countries to support a tripling of global nuclear capacity by 2050

Net Zero activities at COP28

- The COP28 Global Stocktake agreement called for an acceleration of zero- and low-emissions technologies, including nuclear as part of the transition from fossil fuels. This was the first time that nuclear energy had been specifically included in a COP agreement as part of the response to climate change.
- The Global Renewables and Energy Efficiency Pledge, while focusing on those technologies, also concluded that an increasingly diversified portfolio of technologies, including nuclear energy, will be market-ready and available at scale to decarbonize the energy sector.
- The Ministerial Declaration to Triple Nuclear Energy saw 25 heads of state and energy ministers commit to taking action to support a tripling of nuclear capacity by 2050. The declaration addresses issues such as finance and support for advanced technologies, as well as committing to an annual review of progress at future COP meetings.
- The Net Zero Nuclear Industry Pledge featured 120 companies matching the commitments made by governments, with the signatories pledging to work with governments and other stakeholders to achieve at least a tripling of nuclear capacity by 2050, and to support an annual review of progress.
- The Net Zero Nuclear Blue Zone pavilion hosted dozens of panel discussions and interviews, with leading figures from governments, industry and civil society, and provided numerous opportunities to engage with national delegates and other observers.
- Outside of the United Nations Blue Zone, the Net Zero Nuclear Green Zone pavilion invited the public to find out more about nuclear energy and climate change, with a special focus on the young generation.
- The two-day Net Zero Nuclear Summit conference brought together personalities from government, industry, finance, academia, youth, green NGOs, etc. The focus of the summit was to develop a roadmap to achieve the tripling of global nuclear capacity by 2050.

Governance and Organization

The Director General of World Nuclear Association, Sama Bilbao y León, leads the Secretariat, delivers on the mission and vision of the Association and is ultimately accountable to the Board of Management. The Board holds final approval on proposals made by the Director General, including strategic and budgetary decisions. Currently, H.E. Mohamed Al Hammadi, Managing Director & CEO, Emirates Nuclear Energy Corporation, serves as Chairman of the Board, and Bohdan Zronek, Chief Nuclear Officer, ČEZ, holds the position of Vice-Chairman.

The Board of Management

The Board comprises senior executives from member companies who meet at least twice a year and serve for two years. Every two years a new Vice-Chairman is appointed. After one year's service, the Vice-Chairman takes on the role of Chairman for the next two years, before serving again as Vice-Chairman in the fourth year.

The Board fulfils all statutory duties pertaining to the Association's governance and sets policies and strategic objectives acting on proposals from the Director General.

To ensure balance, elected members of the Board represent the various sectors in the nuclear value chain, different geographic areas, as well as a range of organization sizes.

Board members function as mentors for the various Working Groups. This enables the Board to link the strategy of the Association and the priorities of the global nuclear industry with the programme of the Working Groups and to shape their overall agenda.

In 2023 the Board met on 18 April in The Hague, the Netherlands and on 6 September in London.

There are also two Board subcommittees, whose members serve two-year terms and report directly to the Chairman of the Board:

- The Governance and Nominations subcommittee oversees appointments to the Board and manages Director General and senior staff succession planning.
- The Audit and Finance subcommittee conducts regular reviews of the financial health of the Association and holds in-depth dialogue with the auditor during the preparation of the annual accounts.

Audit

In March 2023, an independent review of the 2022 Annual Report and Accounts was conducted by Taylor Viney Marlow Ltd (TVM).

TVM concluded that the 2022 Annual Report and Accounts give a true and fair view of the state of the Association's affairs on 31 December 2022 in accordance with UK generally accepted accounting practice (GAAP) and they were subsequently approved and signed off by the Chairman and Board of Management on 18 April 2023.

The 2022 Annual Report and Accounts were presented at the annual general meeting (AGM) held in London on 6 September 2023.

Membership meetings

There is one AGM during which members are updated on the operations of the Association and can ask the Chairman and Director General questions. At the AGM, the accounts are presented for approval and any fee changes or alterations to the fee structure are put to a vote. Immediately after the AGM, the Members Council takes place, during which significant developments in the Association are presented to the members.

Board members

from 16 April 2024

Chairman



Mohamed Al Hammadi
Managing Director & CEO, Emirates Nuclear Energy Corporation

Vice-Chairman



Bohdan Zronek
Chief Nuclear Officer, ČEZ



Junjing An
General Manager, CGN Uranium Resources Co.



George Borovas
Partner, Hunton Andrews Kurth



Malcolm Critchley
President & Chief Executive Officer, Converdyn



Amgad El-Wakeel
Chairman of the Board, Nuclear Power Plant Authority of Egypt



Tim Gitzel
President & Chief Executive Officer, Cameco



Bryan Hanson
Executive Vice President & Chief Generation Officer, Constellation Energy



Mingang Huang
Chief Economist, China National Nuclear Corporation



Kirill Komarov
First Deputy Director General, ROSATOM



Raul Lycurgo
President, Eletronuclear



Nicolas Maes
Chief Executive Officer, ORANO



Hitoshi Mizuta
Executive VP & Deputy Chief Nuclear Officer, Kansai Electric Power Company



Teppei Narita
General Manager, Nuclear Fuel Dept. Marubeni Corporation



In-sik Park
Executive Vice President of Overseas Business Division, KHNP



Jean-Michel Quilichini
Director of Nuclear Fuel Division, EDF



Boris Schucht
Chief Executive Officer, Urenco



Johan Svenningsson
Country Chairman, UNIPER Sweden

Honorary



Jay Wileman
President & Chief Executive Officer, GE Hitachi Nuclear Energy



Liudmila Zalimskaya
Chairman of the Board of Directors, TENEX



Mingguang Zheng
Senior Vice President, SNPTC



Hans Blix
Director General-Emeritus, International Atomic Energy Agency



Gerald Grandey
Former CEO, Cameco; Chairman-Emeritus, World Nuclear Association

Secretariat

World Nuclear Association’s international Secretariat consists of 45 people with a broad range of expertise and experience who are responsible for coordinating the work that the Association does on behalf of its members. Most of the Secretariat is based in the London office, with Secretariat presence in India and China. The Secretariat is led by Director General Sama Bilbao y León.

In 2023, the Association sharpened its strategic objectives and realigned its organizational structure to better serve its members and to capitalize on the heightened visibility of nuclear energy on the global clean energy stage. A new Senior Leadership Team was appointed, and five new departments established: Communication and Marketing; Leadership and Capacity Development; Membership and Business Development; Operations; and Policy and Industry Engagement.



Sama Bilbao y León
Director General



Rebecca Oakley
Executive Assistant to the DG (maternity cover)



Carolyn Malet de Carteret
HR Consultant



Cedric Thenard
IT Infrastructure Project Manager

Policy and Industry Engagement



King Lee
Head of Policy & Industry Engagement



Allan Carson
Senior Programme Lead, Safety & Licensing



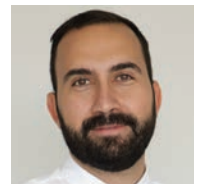
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Senior Advisor and Programme Lead, Security



Jonathan Cobb
Senior Programme Lead, Climate



Kaajal Desai
Senior Programme Lead, Fuel Cycle



Aaron Erim
Programme Lead, Recycling, Decommissioning & Waste



Dongmin Kim
Visiting Research Officer



Tomohiro Kosugi
Visiting Research Officer



Byungho Lee
Visiting Research Officer



Sameh Melhem
Programme Lead, Radiological Protection



Nathan Paterson
Senior Programme Lead, Supply Chain



Ronan Tanguy
Programme Lead, Safety & Licensing



Allarakha Vora
Programme Lead, Fuel Cycle



Ian Yan
Visiting Research Officer



Qi Zhao
Programme Lead, Sustainability

Membership & Business Development



Serge Gorlin
Head of Membership & Business Development



Alexine Bousquier
Membership & Business Development Manager



François Morin
Director - China



Shah Nawaz Ahmad
Senior Advisor, India, Middle East and South-East Asia



Ana Rodriguez
Membership Engagement Coordinator

Leadership & Capacity Development



Isis Leslie
Head of Leadership & Capacity Development



Raquel Heredia-Silva
Programme Lead, Leadership & Capacity Development



Karyna Zamani
Supporting Programme Lead, Leadership & Capacity Development

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Daniel Walpole
Head of Communication & Marketing



Alex Hunt
Managing Editor, WNN



Claire Maden
Consultant Editor, WNN



Alec Mitchell
Senior Manager, Research & Analysis



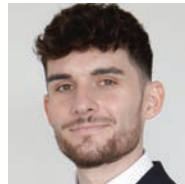
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Deputy Editor, WNN



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External Communication & Media Manager



Kristina Valen
Marketing Manager



Joel Watkins
Writer & Analyst

Operations



Virginie Ryan-Taix
Head of Operations



Jennifer Corander
Events Manager



Nicole Hemmings
Office & HR Administrator



Paul Kidman
Director of Finance



Francis Kontor
IT Manager



Brigita Mammetti
Visual Communication Manager



Eleonora Manfredi
Events Coordinator



Richard Petrie
Graphic Designer



Binita Shah
Finance Assistant



Stephen Tarlton
Senior Editor

Membership

92 Energy Ltd	Electric Power Development Co Ltd (J-POWER)	Korea Hydro & Nuclear Power Co	RSB Logistic GmbH
ABDAN	Electricite de France	Kyushu Electric Power Co	Rusatom Overseas
ABEN (Bolivian Nuclear Energy Agency)	Electronics Corporation of India Limited	Laramide Resources Ltd.	Rusatom Service
ALARA Logistics	Eletronuclear	Last Energy	Safesea Transport Inc
Alpiq Suisse S A	ELINI - EUROPEAN Liability Insurance for the Nuclear Industry	Lightbridge Corporation	Seaborg Technologies ApS
American Lithium Corp.	Emirates Nuclear Energy Corporation	LIS Technologies Inc.	Segra Capital Management LLC
apollo plus GmbH	Energoatom	LRQA Group Limited	Sellafield Ltd
ARAO-Agency for Radwaste Management	Energy Transition Minerals Ltd	Mammoet	Shikoku Electric Power Co Inc
ARMZ Uranium Holding Co (JSC Atomredmetzoloto)	ENUSA Industrias Avanzadas SA	Marubeni Corporation	Siemens Energy Global GmbH & Co. KG
Assystem Engineering & Operations Services	EPZ	McMaster University	Silex Systems Limited
Aura Energy Ltd	Euratom Supply Agency	Mitsubishi Heavy Industries Ltd	Sojitz Corporation
Australia Nuclear Science and Technology Organisation	European Mutual Association for Nuclear Insurance	Mitsui & Co. Energy Ltd	South African Nuclear Energy Corporation (Necsa)
AXIA Power FZE	FinNuclear Association	MoltexFLEX Ltd	Southern Nuclear Operating Company, Inc.
Axpo Power AG	Fluor BWXT-Portsmouth	Mozweli (PTY) Ltd t/a Mozweli Nuclear Engineering	State Power Investment Company (SPIC)
Bannerman Energy Ltd	Forsys Metals Corp.	MVM Pic	Sumitomo Corporation
BATAN The National Nuclear Energy Agency, Indonesia	Framatome SAS	MZ Consulting	swissnuclear
BHP Billiton	Fuel Link Limited	NAC International	SYNATOM SA
BKW Energie AG	GE Hitachi	Namibian Uranium Association	Taiwan Power Company
Blue Energy Global Inc.	Global Atomic Corporation	Nano Nuclear Energy Inc.	TAM International Inc
BofA Securities	Global Fuel Solutions	National Nuclear Laboratory	Techsnabexport (TENEX)
Boss Energy Ltd	Global Laser Enrichment LLC	Navoiyuran State company	Tectubi Raccordi S.P.A.
Buhlmann Rohr-Fittings-Stahlhandel GmbH + Co. KG	Global Nuclear Associates	newcleo Ltd	Tema India Limited
Bureau Veritas Services	GoviEx Uranium Inc.	NexGen Energy Ltd	Tennessee Technological University
Burges Salmon	GSG Corporate Ltd	North West University	Teollisuuden Voima Oyj (TVO)
Cameco Corporation	Heathgate Resources Pty Ltd	Nuclear Electric Insurance Limited	Terrestrial Energy Inc
Canadian Nuclear Association	Hitachi GE Nuclear Energy Ltd	Nuclear Fuels Corporation	The University of Manchester
Canadian Nuclear Laboratories	Hokkaido Electric Power Co Inc	Nuclear Industry Association (NIATR)	Thomas Thor Associates
Central Research Institute of Electric Power Industry	Hokuriku Electric Power Co Inc	Nuclear Power Ghana	Tohoku Electric Power Co Inc
CEZ a s	Hunton Andrews Kurth LLP	Nuclear Power Plant Company Bangladesh Limited	Tokyo Electric Power Company Holdings, Inc.
CGNPC Uranium Resources Co Ltd	HZC International	Nuclear Power Plants Authority (NPPA)	Tractebel Engineering S.A.
China National Nuclear Corporation	Iberdrola Generacion S.A.	Nuclear Risk Insurers Limited	TradeTech
Chubu Electric Power Co.,Inc.	IBRAE - Nuclear Safety Institute of Russian Academy of Sciences	Nuclear Transport Solutions (NTS)	Transmutex SA
Chugoku Electric Power Co Inc	Idaho National Laboratory	Nuclear-21	TÜV SÜD Energietechnik GmbH Baden-Württemberg
CIS Navigation	Industrias Nucleares Do Brasil S.A.	Nucleoeléctrica Argentina S.A.	TVEL Corporation
CLP Power Hong Kong Limited	IsoEnergy Ltd	Nukem Technologies	Ubaryon Pty Ltd
Constellation Energy Generation, LLC	ITOCHU Corporation	NuScale Power Corporation	Uniper (Sydkraft Nuclear Power AB)
Conuar SA	J. Poulsen Shipping A/S	OKG Aktiebolag	Uranext
ConverDyn	Jacobs Clean Energy Limited	Oklo Inc.	Uranium Corporation of India Ltd (UCIL)
Core Power (UK) Limited	Japan Atomic Power Co, The	Ontario Power Generation	Uranium Energy Corp.
Curzon Uranium	Japan Nuclear Fuel Ltd	Orano	Urenco Limited
Czech Nuclear Association	Japan NUS Co., Ltd	Orano NCS GmbH	UxC, LLC
Daya Bay Nuclear Power Operations and Management Co Ltd	Japan Steel Works, The	Orascom Construction	Vattenfall
Deep Geo Repository Inc.	Jordan Atomic Energy Commission	ORLEN Synthos Green Energy	Welland & Tuxhorn AG
Deep Isolation Inc	JSC Atomenergomash	Paks II Nuclear Power Plant Private Company Limited by Shares	Westinghouse Electric Co
Deep Yellow Limited	JSC Atomstroyexport	Pfyn Capital AG	White & Case LLP
Denison Mines Corporation	Kairos Power LLC	Pillsbury Winthrop Shaw Pittman LLP	WMC Energy
DIAMO	Kansai Electric Power Co Inc	Polskie Elektrownie Jądrowe sp z o.o.	World Institute for Nuclear Security (WINS)
DMS s.r.o.	KAZATOMPROM	Rio Tinto Services Limited	X-energy, LLC
Edlow International Company	KEPCO E&C	Rockett Science Inc.	Zwilag AG / Zwischenlager Wurenlingen AG
	KEPCO Nuclear Fuel Co., Ltd.	Roland Berger LP	
	Kernkraftwerk Gösgen-Däniken AG	Rolls Royce plc	
	Kernkraftwerk Leibstadt AG/KKL	ROSATOM State Atomic Energy Corporation	
	Korea Electric Power Corporation (KEPCO)	Rosca Solutions	
		Rosenergoatom Concern	

